From: Bock, David

To: 'microsoft.atr(a)usdoj.gov'

Date: 1/28/02 12:27pm **Subject:** Microsoft Settlement

Dear Judge Kollar-Kotally:

I am writing to comment on the Proposed Final Judgement with Microsoft. As one involved in the software industry, I appreciate the contributions of Microsoft. However, their dominance of operating systems has given them extraordinary market power, which they have used ruthlessly to crush competitors and forestall innovation in the interests of consumers. The PFJ needs to be materially strengthened to level the playing field. The sanctions must be strong and the disincentives to further monopolistic behavior clear. Do not allow Microsoft to play on complexity, market uncertainty or promises of different behavior in the future. The company's culture is one of ruthless competition at a time when they should be providing support rather than destruction. They now operate a utility, are enjoying monopolistic returns on capital and are utilizing their financial strength to maintain a monopoly position.

The consumer is served by the standardization that Microsoft's success has brought. But the consumer is also vulnerable to the abuse of monopoly power. The public interest requires that the Federal government either sanction and restrain the monopolist or eliminate the monopoly position. It's that simple.

Sincerely yours,

David Bock EVP and CFP Pedestal Inc.